

# **FUNCTIONAL AREA 45 (COMPTROLLER)**

## **PROFESSIONAL DEVELOPMENT GUIDE**



**AUGUST 1999**



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
FINANCIAL MANAGEMENT AND COMPTROLLER  
109 ARMY PENTAGON  
WASHINGTON DC 20310-0109**

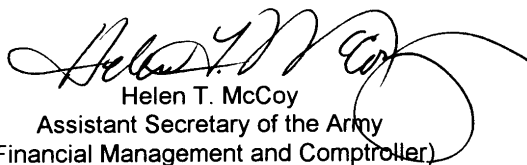
August 17, 1999

**MEMORANDUM FOR COMPTROLLER FUNCTIONAL AREA OFFICERS**

**SUBJECT: Functional Area 45 (Comptroller) Professional Development  
Guide**

The Functional Area 45 Professional Development Guide is the culmination of a great deal of work by a dedicated team of both military and civilian Comptrollers. The purpose of this information is to provide a single reference source for officers entering into or continuing a career in the Comptroller Functional Area. It is not intended to replace any Army regulations or Officer Personnel Management System guidance.

The Army is meeting the challenges of the next century through many initiatives. But one thing has not changed -- you are still your best career manager. Like the environment in which the Comptroller operates, this Guide is dynamic. It will be reviewed and updated regularly. Your suggestions on improving the utility of this document are welcomed.

  
Helen T. McCoy  
Assistant Secretary of the Army  
(Financial Management and Comptroller)

# FUNCTIONAL AREA 45 OFFICER'S GUIDE

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## **CHAPTER 1**

### **FUNCTIONAL AREA (FA) 45, COMPTROLLER**

#### **1-1. We Manage the Army's Resources**

a. Comptrollers provide resource advice and guidance to commanders and activity chiefs. They issue instructions for and develop and prepare the program and budget. They also monitor execution of the program/budget at all resource management echelons. Comptrollers exercise staff supervision and control over accounting and financial services when those services are not assigned to a table of organization and equipment or TOE finance unit. Comptrollers are responsible for developing performance factors, analyzing capabilities based on resources available, and then recommending appropriate funding to implement approved programs. They evaluate organizational structure and functional responsibilities, and they conduct work analyses and studies of organizational problems for the purpose of recommending improvements. Comptrollers must act as “honest brokers” in allocating resources and in so doing must exhibit the highest standards of integrity, discretion, judgment, and professional ethics.

b. Comptrollers serve as primary staff officers for resource management (e.g. funds, manpower). The bottom line is that everything we do in the Army has a price associated with it. That includes everything from conducting physical training through all the different types of training (individual, unit, local, overseas) and encompasses the many missions we may be called on to perform (peacekeeping, disaster relief, combat operations). Comptrollers identify the costs associated with each mission we perform, make recommendations about allocating resources to perform those missions, track actual versus projected costs, and when necessary recommend to commanders how best to redistribute scarce resources to accomplish the most for the least cost.

#### **1-2. The Functional Area Designation Process**

a. An officer's career in FA 45 starts upon receiving a functional area designation in the fifth or sixth year of commissioned service. The process begins with each proponent providing input on branch and functional area pairing preferences. That enables a proponent to recommend the composition (the number by branch in a functional area or the number by functional area in a branch) that best satisfies the requirements of that branch or functional area.

b. The number of officers receiving a functional area designation is unique to each year group (YG) and is constrained by Army requirements and the overall size and composition of the year group. Each year group gets its functional area designations using different parameters.

c. Also considered in selecting an officer for the Comptroller functional area is the officer's preference and college education or equivalent experience in one or more of the following areas (not all inclusive): resource management, business/public administration, accounting, economics, manpower management, organizational management, operations research, information systems, business law, and labor relations or industrial/systems management.

d. Officers selected for the Comptroller functional area receive the FA 45 designation. Figure 1-1 shows the distribution by branch and grade as of June 1999. Branch distribution fluctuates with officer separations and future functional area and career field designations.

e. Officers should investigate and study all functional areas before submitting a preference statement. Under Officer Personnel Management System (OPMS) XXI, officers who receive the FA 45 designation probably will have the opportunity to work as a Comptroller prior to their major's promotion board and career field designation board. Wanting to be a Comptroller and having served as one should increase one's chances of selection into the Institutional Support Career Field (ISCF). Bottom Line Up Front: selecting your functional area is very important and could affect the remainder of your Army career. Further details on this topic are in the next chapter.

<b>BRANCH</b>	<b>TOTAL</b>	<b>% OF TOTAL</b>
AIR DEFENSE ARTILLERY	76	5.62%
ADJUTANT GENERAL CORPS	92	6.80%
ARMOR	84	6.21%
AVIATION	126	9.32%
CHEMICAL CORPS	20	1.48%
ENGINEER	62	4.59%
FIELD ARTILLERY	170	12.57%
FINANCE CORPS	254	18.79%
INFANTRY	156	11.54%
MILITARY INTELLIGENCE	33	2.44%
MILITARY POLICE	63	4.66%
ORDNANCE CORPS	27	2.00%
QUARTERMASTER CORPS	34	2.51%
SIGNAL CORPS	21	1.55%
SPECIAL FORCES	58	4.29%
TRANSPORTATION CORPS	18	1.33%
SINGLE TRACK 45	58	4.29%
TOTALS	1352	100.00%

**FIGURE 1-1. FA 45 POPULATION DISTRIBUTION**

**1-3. Reserve Component Officers in the Comptroller Functional Area.** The Reserve Components play an important role in the Army and in the Comptroller functional area. The Army needs Comptroller functional area officers to support mobilization in the event of war. The same training available to an active duty officer is available to officers in the Army Reserve and the Army National Guard. There are Individual Mobilization Augmentee (IMA) positions available for USAR officers at many active component duty stations.

## **CHAPTER 2**

### **OFFICER PERSONNEL MANAGEMENT SYSTEM (OPMS) XXI**

#### **2-1. Background**

a. The Army is meeting the challenges of the next century through many initiatives such as Force XXI, Army 2010, and the Army After Next. To develop leaders and officers to take on these challenges, the Chief of Staff of the Army convened the OPMS XXI Task Force in July 1996. Its charter was to review and update the current OPMS to ensure its future responsiveness. The result of this effort became the cornerstone of the new OPMS, called OPMS XXI and the foundation of the Officer Development System (ODS).

b. The transition to OPMS XXI began Army-wide in 1998. It may not be fully evident to the officer corps until complete implementation, which will vary by year group. The Army's mission is to fight and win our nation's wars. We will continue to need the finest officers imbued with the war-fighting ethos, along with the right skills, knowledge, and experience to meet the challenges posed by an uncertain future. Further, Army leadership will keep its core values as the bedrock of leadership. This will be as critical as ever in an increasingly turbulent world. The Army leadership will keep its focus on leaders with "muddy boots" experience but also must expand its base of skills to capture the benefits of new technology.

#### **2-2. OPMS XXI Changes**

a. The strategic driver for Army decisions and actions is operational readiness, the war-fighting core of the Army. OPMS XXI also recognizes that the Army needs to emphasize its technical and specialty expertise to better prepare and shape not only today's battlefield but also that of the future. One way of encouraging growth in the Information Operations, Institutional Support and Operational Support career fields is to provide stable promotion opportunities to these officers. The downside for the Operations career field is a corresponding decrease in promotion opportunities for former battalion commanders.

b. The career fields were designed to enhance potential for promotion of officer specialists through the grade of colonel without the requirement for command. The newly established career fields identify career tracks that officers can follow to gain and utilize special knowledge and experience, assuring that Army requirements within the functional areas will be filled with the right officers, doing the best job possible to meet the mission.

c. OPMS XXI recognizes that Army officers have diverse skills and aptitudes. The challenge is to place the right officer with the right skills to fully utilize his or her talents to meet Army needs. The career field designation process helps identify the right match of officer and skill by considering individual choice, aptitude, and education along with rater and senior-rater input and company-grade performance in branch and functional area jobs.

d. OPMS XXI recognizes that the first ten years of an officer's career remain critical to instilling the right values and sense of Army tradition and culture. It is during that time that all Army competitive category officers are branch qualified and serve as company commanders, becoming familiar with the Army's basic war-fighting mission. Thereafter, at the rank of major, officers will be assigned into career fields, and officers from all the career fields will continue to serve in units and other organizations throughout the Army at brigade level and above.

e. Every officer should learn as much as possible about all of the career fields to make an informed choice. Next, and critical to the process, is input from the officer's chain of command. An excellent opportunity to discuss options and recommendations comes during an officer's OER/job performance counseling sessions. The officer should also contact the assignment officers at PERSCOM. They are an integral piece of the decision-making process and should be utilized for information and advice. An officer not currently in a functional area in the preferred career field should request a change to the functional area. An officer in a functional area within the desired career field should seek assignments in that area. If you currently have an FA 45 designation and desire a career as a Comptroller in the Institutional Support career field, then work to get assigned into FA 45 positions and of course be sure you do well in them. Consider seeking as well a graduate degree related to the skills and knowledge required in the career field. Finally, make an informed choice of preference in career fields during the career field designation process.

f. The Army is changing the way it develops and trains its leaders, to allow for greater specialization in all war-fighting tasks. These changes are occurring through:

- (1) Implementing career fields, with distinct groupings of branches and functional areas, to reflect the evolving needs of the Army today and into the future.
- (2) Establishing and eliminating some functional areas, given changing requirements.
- (3) Assigning all Army competitive category major-selected officers to a career field.
- (4) Competing for promotion to lieutenant colonel and colonel only with others in the same career field (FA 45 officers compete only with fellow Institutional Support career officers).
- (5) Educating all officers promoted to major in resident military education level 4 (providing resident MEL 1 to all officers selected to colonel is being studied).
- (6) Incorporating officer personnel management, character and leader development, and the officer evaluation report (OER) into a total Officer Development System (ODS) XXI.

## **2-3. Key Facets of OPMS XXI**

a. The Army has structured officers in the Army competitive category (ACC) by grouping branches and related functional areas into personnel management categories called career fields. These new career fields will build an officer corps that is skilled in combined arms operations in the joint and multinational environment and also fully experienced in the technical applications that support the Army's larger systemic needs. Regardless of the career field into which an officer is designated, all branches and functional areas in all career fields are found in both the TOE and table of distribution and allowances (TDA) Army. Under a career-field-based

management system, after promotion to major, officers are managed, professionally developed, assigned and promoted according to the requirements of their branch or functional area.

b. Immediately following selection to major, officers will be designated into a branch or functional area (FA) in a career field by a central board, the Career Field Designation Board or CFDB. Its function is to meet Army requirements by designating officers into a branch or functional area in one of four new career fields: Operations, Information Operations, Institutional Support or Operational Support. FA 45 is one of seven functional areas in Institutional Support, a career field focusing on the increasingly technical and complex business of running the Army as an organization. The emphasis is on management, planning and programming of Army resources both near-term and into the future years, projecting requirements, and developing capabilities in the mid- and long term. The Institutional Support career field comprises FA 43 (Human Resource Management), FA 45 (Comptroller), FA 47 (U.S. Military Academy Permanent Associate Professor), FA 49 (Operations Research/Systems Analysis or ORSA), FA 50 (Strategy and Force Development), and FA 52 (Nuclear Research and Operations).

c. The CFDB will convene formally to review the officer's total file, requested career field preference, any additional information the officer may choose to submit, past performance, assignments, civil and military education, demonstrated skills/aptitudes, and the chain of command's input. PERSCOM tells the board the number of officers it needs designated into each career field, as well as the branches from which these officers should be drawn, based on Army requirements. This process will be similar to the way in which promotion requirements by branch and functional area are determined today. As an FA 45, you will not be competing with officers outside your career field. The CFDB recommends a career field designation for each officer whose file and other information it reviews, and sends the recommendations to the Chief of Staff for final approval. The results are released 90 days or so after the board adjourns. The board for year group 89 met in June 1999 together with the FY99 major promotion board, with results released with the ensuing Major promotion list. Figure 2-1 covers earlier year groups' CFDB dates.

YEAR GROUP	FY00	FY01	FY02
81	X		
82		X	
83		X	
84			X
85			X
87	X		
88		X	

**FIGURE 2-1. CAREER FIELD DESIGNATION BOARD DATES**



The CFD board for year groups 90 and later will meet together with the major promotion boards. The OPMS XXI home page <http://www4.army.mil/opms> has more information about this process. Officers desiring specific functional areas must fill out and return request forms, or—much preferred—complete them on line; otherwise, a DA board will select a career field for you.

d. Officers compete for promotion to requirements only with other officers in the same career field. That ends the practice of “double counting” during promotion boards, where selected officers count against promotion floors for their branch and their functional areas. Under OPMS XXI, officers selected for promotion satisfy requirements only in their branch or functional area. Each career field will have its own unique characteristics and development track for officers that reflect current and future Army readiness requirements. In addition, officers from every branch and functional area, regardless of career field, will continue to fill functional integrator positions (01/02) across the Army, just as they did under the old system.

e. In the early days of OPMS XXI, rumors started that people would be forced out of their branch. Not true. Competition for functional areas is keen, so how you fill out your preference sheet is very important. The Chief of Staff has said that personal preference must weigh high in the decision criteria, so what you select as your first choice is very important. Don’t forget that we are still an organization designed for combat, so a majority of our officers will be in the Operations career field. If you desire to work in your functional area, then to stand a chance of getting selected you must make that your first choice. Conversely, if you desire to stay in the operations track, you should make that your first choice. Not everyone will get their first choice, so pick carefully.

## **CHAPTER 3**

### **PROFESSIONAL DEVELOPMENT CONSIDERATIONS**

#### **3-1. General**

a. Successful professional development requires support of the Army Personnel Command (PERSCOM), chain of command, FA 45 proponent and FA 45 officer. A successful professional development strategy trains, develops and motivates its officers. Its key is sound management.

b. Assignment stability is uncertain while OPMS XXI becomes fully implemented, but the need for experienced FA 45 officers remains high and may increase. Developing a population of officers proficient in the Comptroller functional area remains a significant challenge.

c. Army personnel managers recognize both organizational needs and individual aspirations. An effective developmental program meets Army requirements while encouraging professional growth in all its officers. As individual interests and Army needs change, ongoing dialogue is essential for continual assessment of the validity of an officer's career management "contract."

d. As officers set career goals, they must define success. For some, success may be defined as achieving a certain rank; for others, it may be obtaining a specific position. In any case, it is a function of the individual's aspirations, interests and perceived abilities, all of which may change with time and experience. The critical point is that officers strive to reach their full potential.

e. This guide supplements and complements DA Pam 600-3, Commissioned Officer Professional Development and Utilization. It tailors the information published in that document to the characteristics of a career with assignments in FA 45. The information in this guide is descriptive rather than prescriptive, providing officers a picture of options available and allowing them to formulate a rough forecast of what their careers may look like. Accordingly, it depicts various career patterns that officers with a Comptroller functional area may pursue to remain competitive for positions of responsibility, potential and career objectives.

#### **3-2. Officer Personnel Management System XXI Goal and Purpose**

a. Goal: enhance Army war-fighting capability, provide all officers reasonable opportunity for success, and fulfill Army requirements with an officer corps balanced in grades and skills.

b. Purpose: enhance officer corps effectiveness and professionalism—encompassing every policy and procedure by which commissioned officers are procured, trained, educated, assigned, developed, evaluated, promoted and separated from active duty. OPMS XXI develops and implements personnel management policies and procedures to assure a deployable, professional officer corps that can meet the challenges outlined in Army Vision 2010 and Joint Vision 2010.

### **3-3. Unique Features of the Comptroller Functional Area**

a. Comptroller is a functional area in the Institutional Support career field where trained and experienced officers respond to the resource management requirements of the full spectrum Army of the 21st century. FA 45 officers provide commanders advice, expertise and guidance on resource planning, programming, budgeting and execution and on finance and accounting, cost analysis, fiscal law, contracting, joint reconciliation, manpower documentation and management, competitive sourcing, business practices, and review and analysis.

b. Comptrollers ensure that commanders have resources necessary to conduct prompt and sustained land operations across the entire spectrum of military operations. FA 45 officers perform a myriad of key resource management functions: issuing instructions for and developing and preparing the program and budget; providing resource-related recommendations to leaders and managers to assist in mission accomplishment; monitoring program and budget execution at all echelons of resource management; developing performance factors, analyzing capabilities based on available funds and recommending appropriate funding to implement approved programs; exercising staff supervision and control of accounting and financial services; performing cost and economic analyses; evaluating organizational structure and functional responsibilities and analyzing and studying organizational problems; providing for manpower management and documentation of the civilian workforce; coordinating review and analysis presentations and proposing improvements or corrections; and administering internal controls.

### **3-4. Officer Characteristics Required**

a. The Comptroller functional area requires officers skilled in leadership at all levels; who are steeped in branch tactics, techniques and procedures; who possess strong Army values, leader attributes and leader skills; and who fully understand the key leadership actions that must be taken to assure success. Additionally, there are functional area unique skills, knowledge and attributes that require professional development.

b. The Army needs officers who can effectively apply the four core leadership dimensions—values, attributes, skills and actions—which provide the basis for what a leader must be, know and do (more information in FM 22-100, Military Leadership). Values and attributes establish the character of the leader—what a leader must be. Skills developed by leaders establish their competence—what a leader must know. Actions that leaders conduct and execute constitute leadership—what a leader must do. The leadership framework describes a leader of character and competence who acts to achieve excellence across the spectrum of operations from total war, to operations other than war, to operations in times of peace such as disaster relief.

c. Unique skills complement FA 45 officers' comprehension of the organization, structure, and doctrine of tomorrow's war-fighting Army.

(1) Able to perform well in frequent staff assignments where guidance is minimal and close interaction with senior-level decision-makers is routine.

(2) Able to apply highly technical resource management concepts to more generalized military-unique issues.

(3) Well-versed in information technology and automated financial management systems, and at ease in communicating this technical expertise in written or oral form.

(4) Adept at organizing work, assigning tasks and mentoring civilian and military subordinates.

(5) Able to anticipate and quickly react to change which is sensitive to political and legislative considerations.

(6) Able to understand and effectively communicate technical aspects of the management process to senior leaders to facilitate decisions.

d. Unique knowledge complements Comptroller functional area officers' currency on Army organization, structure, and doctrine.

(1) Possess the technical expertise and understanding of automation technology and related financial management systems.

(2) Remain current on developments in the civilian community in general and Comptroller Civilian Career Program (CP 11) specifically.

(3) Understand how to influence the funding cycle from Congress to local Program Budget Advisory Council (PBAC) at installations.

(4) Maintain a knowledge base of the total military resource management process to better relate one's specific portion to the overall system.

(5) Stay attuned to economic trend indicators to facilitate anticipation of their impacts.

e. Unique attributes complement FA 45 officers' high standards of discretion, judgment, integrity, and professional ethics.

(1) Be technology- and training-oriented.

(2) Think in the abstract and often solve problems through visioning.

(3) Create solutions to surmount complex financial management impasses.

**3-5. FA 45 Professional Development Timeline.** In the fifth or sixth year of service, officers are designated in the Comptroller functional area based on Army needs, officer preference and civil education. FA 45 officers are rarely considered for initial Comptroller assignments until qualified in basic branch at company-grade level. With the limited number of FA 45 jobs available for captains, most FA 45 officers receive initial Comptroller assignments only after being selected for major. FA 45 officers need to be outstanding leaders as well as technical experts. They should have the branch and functional area proficiency for their grades as prescribed herein. As FA 45 officers progress through their careers, they will get functional integrator and Army-unique educational opportunities based on their duty performance and the Army's needs. Professional development is divided into early, middle and late phases of an officer's career. Appropriate to each phase are certain schooling and particular job assignments, examples of which are at appendix A.

a. Basic Phase – Captain. This initial development phase or apprentice level involves learning resource management. Only branch-qualified officers will be utilized as FA 45 officers. Either prior to an officer's first functional area duty assignment or on the first permanent change of station after being designated FA 45, an officer will attend individual entry training courses (see the next chapter, on Military Education) at the Army Finance School. Since no lieutenants are designated in the Comptroller area, no FA 45 positions are authorized for fill at those grades. Comptroller functional area experience as a captain, though not required for promotion, would foster selection to the Institutional Support career field. In that regard, officers requesting the Army Comptrollership Program (ACP)—for a Master in Business Administration (MBA) from Syracuse University—as their advanced civil schooling (ACS) should realize their acceptance in ACP will probably get them board-designated as ISCF. FA 45 captains need to satisfy no specific requirements but must meet qualification criteria of their basic branches. For functional area developmental assignments, an FA 45 captain may be assigned as one or more of the following: Deputy Division Comptroller, Budget Officer, Resource Management Officer, Separate Brigade Comptroller, Program Budget Officer, Cost Analyst, Management Analyst or Program Analyst.

b. Intermediate Phase – Major and Lieutenant Colonel. This journey-level phase involves greater skill application, increased responsibility and broadened professional development. As new majors, Comptroller functional area officers should broaden their backgrounds with diverse assignments at several organizational levels (installation, major command, headquarters and joint or unified staff) and in different knowledge areas ( program, budget, resource management). Graduate education (if not completed earlier) is also suggested. Also, attend the Professional Resource Management Course (PRMC) or Professional Military Comptroller Course (PMCC).

(1) Selectees for major will be designated into one of the four OPMS XXI career fields by a board. Comptroller officers designated into the Institutional Support career field will serve only in FA 45, with occasional chances for a functional integrator position to ensure they maintain the knowledge and understanding of the operational force. Comptroller officers attend Command and Staff College (CSC) as well as a 4-week Army Comptrollership Course (ACC). Most FA 45 majors will have completed graduate-level education, military financial management training opportunities, and/or training with industry (TWI) to prepare them for Comptroller assignments requiring additional skills. FA 45 majors will compete only against other ISCF majors for promotion. For functional area qualification, an FA 45 major must have completed CSC (MEL 4), the 4-week ACC, and 24 months in an FA 45 qualifying assignment. Examples are: Program Budget or Resource Management Officer or Director, Division or Separate Brigade Comptroller, OSD/Joint/DA Staff Officer and Comptroller Instructor.

(2) Lieutenant colonels are usually assigned in senior staff positions where Comptroller expertise and Army knowledge will be utilized. With fewer functional integrator possibilities at this grade, officers serve primarily in FA 45 assignments. Some may receive an opportunity for training with industry (TWI). FA 45 lieutenant colonels will compete only against others in the Institutional Support career field for promotion. For functional area qualification, an FA 45 lieutenant colonel must have completed a masters degree from an accredited university or college (CEL 2), PRMC or PMCC, and 48 months' total service in qualifying FA 45 assignments.

Examples are: Budget or Resource Management Officer, Comptroller, Division Comptroller, Deputy or Director of Resource Management, Assistant Chief of Staff Resource Management, OSD/Joint/DA Staff Officer, Chief of Budget Analysis or Execution or Formulation, Chief of Budget or Budget Execution or Operations Budget or Program and Budget, Executive Officer, Comptroller Propensity or Assignments Officer, and Comptroller Senior Instructor.

c. Senior Phase – Senior Lieutenant Colonel and Colonel. This utilization phase provides senior Army leadership experienced FA 45 officers for critical staff and installation positions filled by military. During this phase, officers can expect to be assigned to senior staff positions that fully utilize their Army and resource management knowledge. As senior practitioners in the Comptroller functional area, colonels will serve primarily as FA 45 officers on Joint, OSD, DA, and major command staffs, or they may be assigned to functional area integrator positions. FA 45 colonels will compete against others in the Institutional Support career field for promotion. Several specifically designated general officer positions at DA and selected commands will be filled by officers from the Comptroller functional area. These designated GO positions require the extensive financial management skills, knowledge, and attributes that only Comptroller officers possess. For functional area qualification, an FA 45 colonel must have completed Senior Service College (SSC) as a resident or nonresident (MEL 1) and 60 months' total service in qualifying FA 45 assignments. Examples are Deputy or Director of, or Deputy or Assistant Chief of Staff Resource Management; Comptroller; Chief of Program and Budget or Budget Analysis or the Military Personnel Account or the Comptroller Division; Deputy Assistant Director or Deputy Director of Investment; Deputy Director of Cost Analysis; Joint/OSD/DA Staff Officer; and Military Assistant or Executive Officer.

d. Executive Phase – Top Management. These are some of the general officer positions for which resource management experience and training are essential or afford excellent background.

Deputy Assistant Secretary of the Army (Budget)

Director, Operations and Support

Director, Program Analysis and Evaluation, Office of the Chief of Staff, Army

Deputy Chief of Staff, Resource Management, Training and Doctrine Command

Deputy Chief of Staff, Resource Management, Forces Command

e. Functional integrator assignments. Captains and above can expect to serve in functional integrator assignments. These are not identified with a specific branch or functional area but are important to the Army. Functional integrator positions are in the Army Recruiting Command, the Cadet Command and the Reserve Components (RC). FA 45 officers should plan to complete at least one 24-36 month functional integrator assignment prior to selection for colonel.

f. Joint assignments. Comptroller functional area positions are on the Joint Duty Assignment List (JDAL). Officers so assigned may attend Joint Professional Military Education (JPME) and may be designated as Joint Specialty Officers (JSO). To be considered for selection to JSO, an officer must have completed JPME II and a full joint duty assignment (JDA), or with a waiver, must have completed two full JDAs. Officers will be considered for the JSO (skill identifier 3L), in accordance with guidelines of the DA Select Joint Specialty Officer Designation Board. Comptroller officers are not generally considered for JDAs until selected for major.

Although joint experience is important to the Army and to officers seeking high advancement, not all FA 45 officers will get joint assignments; but that will not preclude selection to colonel.

**3-6. FA 45 Professional Enrichment Opportunities.** Some Comptroller officers will have opportunities to serve in assignments outside the Army. Training with Industry is a unique opportunity for FA 45 officers to work in the financial management of private sector businesses and state governments and to learn the best business practices for possible Army implementation. Beyond these, a few others officers may obtain assignments such as White House Fellow, United Nations or other international staff, or Comptroller functional area representative at U.S. Defense sister service schools or foreign allied service schools. More information on the three programs below is available in AR 621-1 and from the PERSCOM Combat Service Support Division (CSSD) Professional Services Branch at (703) 325-5296, DSN 221-5296.

a. Training with Industry (TWI) is a maximum 12-month work experience that provides competitively selected officers extensive exposure to managerial techniques and industrial procedures within corporate America. Training received is normally not available through either the military school system or the civilian university system. Following a TWI tour, an officer is placed in a validated Army Educational Requirements System position for two years and incurs an active-duty service obligation three times the length of the TWI tour. TWI assignments are to a student detachment at Fort Jackson, S.C. with duty station at the corporate site and begin every September. Past industrial participants have included Raytheon, Lockheed Martin, United Parcel Service, Federal Express, Mobil, Sun Oil, Exxon, Sears, Walmart, and National City Bank.

b. The President's Commission on White House Fellows annually selects exceptionally promising individuals from all sectors of American life to serve with the nation's chief executive. Program purpose is to give gifted and highly motivated young Americans firsthand experience in the process of governing the nation and a sense of personal involvement in leading society. Fellows write speeches, help review and draft proposed legislation, answer congressional inquiries, chair meetings, conduct briefings and otherwise assist high-level government officials. They work with senior White House officials, cabinet secretaries or other deputies. In the past, Fellows have worked for the Vice President, White House Chief of Staff, Peace Corps, Central Intelligence Agency and National Security Council. Tours run September through August.

c. The U.S. Army Congressional Fellowship Program is designed to provide congressional training to top Army officers and civilians. Fellows are selected each spring by an Army board and begin one-year tours in August. They first attend the Army Force Integration Course and complete a Congressional Training Program, then serve as staff assistants to members of Congress, where they typically are responsible for drafting legislation, arranging congressional hearings, writing speeches and floor statements, briefing members for committee deliberations and floor debate. Graduate military fellows incur three-year service obligations and, within five years of completing the program, are assigned to positions requiring knowledge of congressional activities. Several requirements and restrictions apply. For more specific information, contact the executive officer at Office, Chief, Legislative Liaison, (703) 695-3524, DSN 225-3524.

**3-7. Accreditation Program.** A military Comptroller accreditation program, being developed, will align with a similar model underway for the Comptroller Civilian Career Program (CP 11) which is part of the Multi-Disciplined Financial Analyst Initiative. Following are the framework and methodology for the notional military program, with more to be published subsequently.

a. Accreditation is a management tool to determine if an individual meets standards for a particular occupation and level. Accreditation has two purposes: (1) formally recognize an individual's demonstrated performance and capabilities, and (2) assure that all professionals are qualified in terms of education, experience, and training and have demonstrated requisite leadership skills to perform current position duties and/or those for positions of greater responsibility and authority. Accreditation comes from quality and quantity of completed training and from documentation of relevant professional experience. Progression through each of the four levels of accreditation will be instrumental in FA 45 officers' career advancement.

(1) Formal education has a central and distinctive role in career growth. Education provides the basic intellectual tools for effective training, competent job performance, and professional growth. It includes more than the accumulation of knowledge, the ability to think, and the development of inquisitiveness; it is also value laden and reflects the growth of an empowered and entrepreneurial professional. Education must exist for training to be effective. Training and professional development complement both education and experience in career growth. Whereas education is generally long-term and conveys a general application, training is short-term and is focused on the immediate and the practical. The emphasis in training is on practical application: what to do and how to do it. Training focuses on acquiring limited, job-related skills to meet organizational goals. While education deals with a complex set of attitudes, skills and values, training deals with skills and competencies.

(2) Experience is the concrete application of education or training to specific situations to accomplish organizational tasks. It validates training and enhances the knowledge acquired. Experience is indispensable to career growth. Resting on a solid educational base, training and experience are inextricably linked. Over the course of career progression, experience, reinforcing training and revalidating education, becomes more important to competency and career growth.

(3) Accreditation includes the recommended training identified in this guide and in DA Pam 600-3. The purpose of mandatory training courses is to give all Comptroller officers the same basic functional foundation, so that they are competent to perform anywhere in the resource management discipline at their accreditation level.

b. Levels of accreditation document, recognize and promote growth throughout the careers of all Comptrollers, military and civilian. Professional growth must be a continuous, cumulative process. The program component goals for this process are formal education, training, career-enhancing job experience, professional development and accreditation. The four levels are:

**Level 1:** Performs fundamental, basic and routine activities while gaining subject matter expertise. Generally, works under close supervision of a team leader, supervisor, etc.

**Level 2:** Functions independently and applies knowledge and experience to variety of complex situations. Works with minimal guidance and direction from team leader supervisor, etc.



**Level 3:** Serves as senior specialist/analyst, team leader or supervisor. A recognized expert with broad scope of responsibility and high visibility.

**Level 4:** Has executive responsibility for Installation, and Directorate, and/or Agency-level policy and implementation.

c. Leadership and mentoring are the driving forces and shaping mechanisms used by supervisors, leaders and mentors guiding Comptrollers to meet or exceed the officers' goals and expectations. Achievement of professional certification, as well as continuing professional education, enhances the achievement of these objectives. Continuing professional development improves job performance and will lead to achieving increased levels of accreditation.

### **3-8. Assignment Considerations**

a. The primary factor influencing an officer's assignment is the needs of the Army. Other factors considered are professional development needs of the individual, the officer's preference statement (AR 614-100), grade, career field, education and experience, availability of officers with required qualifications, policy considerations such as PCS stabilization and overseas equity, the officer's potential for advancement, and family needs.

b. Sound management, the key to successful professional development, starts with the individual officer. Officers play an important part in deciding the type of assignment they receive. Officers must take advantage of each assignment to accomplish as much as possible. There are a significant number of "gates" through which officers must pass for a successful career, but the time available for getting through all of them remains very limited.

### **3-9. Assignment Preferences and Precedence**

a. Assignment sequencing in FA 45 is less rigid than that of a branch, but there are certain requirements to ensure all of the Army's Comptroller officers are well grounded in operations. Officers will receive their initial functional area training through designated Comptroller training programs. As part of their continued development, they should also serve at least one assignment in a functional integrator position.

b. The Comptroller functional area has diverse opportunities which allow for numerous career development paths. The FA 45 professional development goal is to produce and sustain highly qualified tactically and technically proficient officers able to lead, think and leverage existing and future technology in managing resources. Assignments in the Comptroller functional area develop an officer's ability to attain that goal. Requests from officers for assignments that do not contribute directly to this goal must be fully justified.

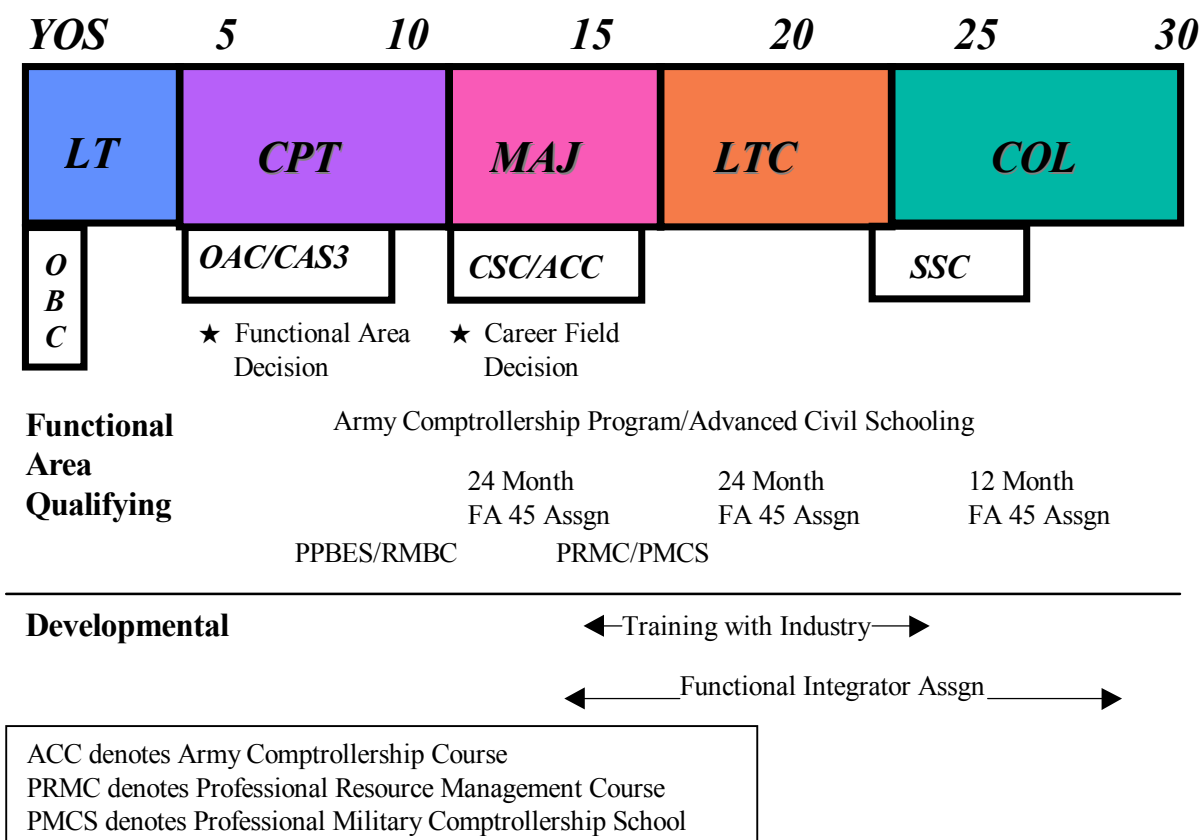
c. Assignment to qualifying functional area positions will have a precedence, although there is flexibility on the sequence of assignments. Some Comptroller functional area billets will be designated as requiring advanced military and/or civilian education. Officers assigned to such positions must complete required courses prior to reporting to duty assignments.

### 3-10. Duration of Critical Officer Life Cycle Assignments

a. Most FA 45 assignments will be 24 to 36 months. Tours could be longer in areas with a high concentration of billets, such as the National Capital Region (NCR) and major installations. Overseas locations will continue to require specific tour lengths. Officers desiring additional information on assignments should contact the PERSCOM Comptroller Assignments Officer or the Comptroller Proponency Office of the Office of the Assistant Secretary of the Army (Financial Management and Comptroller).

b. Comptroller assignments in FA 45 positions are required for functional area qualification. Completion of Comptroller assignments as well as applicable level courses and education as outlined elsewhere in this chapter are the requirements for functional area qualification at the field grade level. Before assignment to a joint command or at OSD, FA 45 officers must have completed a previous Comptroller functional area assignment and attended requisite training.

c. Figure 3-1 depicts a Comptroller functional area life cycle with functional area qualifying positions. Additionally, it identifies developmental assignments within the functional area.



**FIGURE 3-1. COMPTROLLER FUNCTIONAL AREA LIFE CYCLE**

### **3-11. Requirements, Authorizations, and Inventory**

a. Comptroller functional area goal is to maintain a healthy, viable career path for FA 45 officers. To do this, the field grade inventory must be optimized to fulfill functional area as well as functional integrator authorization requirements and provide field grade officers sufficient time for functional area qualification prior to promotion to lieutenant colonel and colonel.

b. The number of authorized Comptroller authorizations, by grade, will vary as force structure decisions are made and actions to implement them are taken. By the end of Phase I of the OPMS XXI Implementation Plan, the numbers of Comptroller officers will be sufficient to meet the OPMS XXI design criteria and the Comptroller functional area goals described earlier.

## CHAPTER 4

### MILITARY EDUCATION

**4-1. Basic Developmental Phase.** Entry training of an FA 45 officer includes the Planning, Programming, Budgeting and Execution System (PPBES) course and the Resource Management Budget Course (RMBC) at the U.S. Army Finance School, Fort Jackson, S.C. The courses are modular, starting with PPBES, and are designed for Active and Reserve officers and for civilian personnel in the Comptroller career field. FA 45 officers should plan to attend them. Request attendance through your organization or the FA 45 assignment officer, (703) 325- 3112, DSN 221-3112, e-mail <http://www.perscom.army.mil/opmd/fa45.htm>

a. Planning, Programming, Budgeting and Execution System (PPBES) course provides a knowledge of the fundamentals of resource management and the Planning, Programming, Budgeting and Execution System (PPBES). The course is designed to guide students from the planning to the execution phases. This nine-day course includes discussions on resource management organizations and functions, review and analysis, manpower management, budgeting, obligation rules and management, flow and receipt of funds, economic analysis, and management control programs. Course is highly recommended and urged for FA 45 officers prior to first FA 45 assignment. Check available dates at [>](http://160.150.33.33).

b. Resource Management Budget Course (RMBC) provides a knowledge of Department of the Army budgeting procedures. The two-week course includes discussions and practical exercises on budgeting and budget execution at all levels from activity through congressional and in different appropriations and commands. Prerequisite is the PPBES course, the Finance Officer Advance Course or a pre-1987 Finance School course in Planning, Programming and Budgeting Systems or Military Comptrollership. RMBC is essential for officers on orders or for, or in, positions requiring budgeting knowledge. Check available dates at [>](http://160.150.33.33).

**4-2. Intermediate Developmental Phase.** In the middle stage, FA 45 officers can enhance professional qualifications by attending the Professional Resource Management Course (PRMC), Professional Military Comptroller Course (PMCC), a new 4-week Army Comptrollership Course and the Army Comptrollership Program (more in the next chapter on Civilian Education).

a. Professional Resource Management Course (PRMC). Today's resource environment is uncertain, complex, volatile and ambiguous. Successful resource managers must have tools to effectively and efficiently manage in that environment and lead the Army into the next decade. PRMC is a unique professional development experience to improve skills in interpersonal communication, analysis, conflict resolution and team- and consensus building. Through simulations, the program critically examines all aspects of PPBES, from planning to prior-year funds management. Innovative approaches to reducing costs are also examined. The course is an educational experience at one of America's finest universities. PRMC has two objectives: (1) to provide participants a better understanding of the total Army resource management process and the environment in which it operates, and (2) to improve management skills.

(1) PRMC is a Department of the Army – Syracuse University cooperative professional development course for present and future resource managers. The 4-week resident program is taught via the group process by Syracuse University faculty and guest speakers from the Army. Instruction is delivered live and by video conference at a hotel meeting center near the university main campus. Classes begin in October, January or February, and March. The course awards 14 continuing education units upon completion. For more information on course environment and content, contact COL(R) Dave Berg, Director of Army Programs, (315) 443-2898, [dberg@som.syr.edu](mailto:dberg@som.syr.edu).

(2) PRMC classes of 30 are about 25 percent FA 45 officers and the rest Army civilian employees. Travel and attendance by all are centrally funded. Lieutenant colonels, majors, and captains with waiver in FAs 45 and 49 and/or Finance Corps (BC 44) and Army civilian employees GS-11 through 14 and certain GS-9s with waiver in career programs 11 (Comptroller) and 26 (Manpower and Force Management) make up the target audience. Officer nominations—officer record brief and memorandum of nomination from the officer's rater—should be sent through command channels to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), (OASA (FM&C)). More information is available from the Army Comptroller Proponency Officer, (703) 697-2976, DSN 227-2976, [proponency@hqda.army.mil](mailto:proponency@hqda.army.mil).

b. Professional Military Comptroller School (PMCS), <http://www.au.af.mil/au/cpd/>

(1) PMCS is conducted five times a year at Maxwell AFB, AL. The 6-week course, offered in October, January, April, June and August, provides professional development education for mid-career and senior financial managers within the Department of Defense (DoD). The course develops individuals' capacity to adapt the comptroller's role to the economic, political, and technical environment of the military organization. Taught at graduate level, PMCS expands resource managers' knowledge of issues and policies affecting defense resource allocation and military readiness. PMCS also enhances, with a generalist perspective, individuals' comprehension of the academic disciplines essential to effective comptrollership. The course is a combination of faculty lectures and seminars, with an extensive guest speaker program. Individual written assignments and oral presentations are included throughout. Seminar rooms have closed circuit TV with video-cassette recorders and personal computers. Laptop computers are available.

(2) PMCS classes comprise of 60 officers and civilians from all military departments. Travel and attendance by FA 45 officers and Army civilians are centrally funded. The course is open to military and civilian personnel assigned, or pending assignment, to positions in Army resource management. Minimum grade for nomination is major for military personnel or GS-12 (or foreign equivalent) for civilians. Captains and GS-11s will be considered for waiver, but only if they are experienced in a range of Army resource management positions. Waiver requests below these grade levels will not be considered. Student mix is about 40 percent military (MAJ to COL) and 60 percent civilian (GS-12 to GS 15). Officer nominations—officer record brief and memorandum of nomination from the officer's rater—should be sent through command channels to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller),

(OASA (FM&C)). More information is available from the Army Comptroller Proponency Officer, (703) 697-2976, DSN 227-2976, [proponency@hqda.army.mil](mailto:proponency@hqda.army.mil).

c. The Army Comptrollership Course (ACC) is a new, 4-week comprehensive training experience, intended for journey-level Army civilian careerists and newly designated FA 45 officers. It is wholly different and distinct from the Army Comptrollership Program, the 14-month custom Master of Business Administration curriculum taught at Syracuse University, which is described in the next chapter. ACC, being developed as this guide is published, will be a training course in Army financial management and comptrollership. It will focus on federal budget challenges, strategic planning; PPBES, fiscal law, activity- and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process, and installation and major command resource management. Concept is to put newly designated FA 45 officers on equal footing, since fewer than 20 percent will have had military comptrollership training or experience before being designated. ACC will be mandatory for FA 45s after Command and Staff College.

**4-3. Senior Developmental Phase.** At the late developmental stage, FA 45 senior lieutenant colonels and colonels continue professional development through progressive FA 45 assignments.

## CHAPTER 5

### CIVILIAN EDUCATION

**5-1. General.** An FA 45 officer may pursue full-time studies toward a graduate degree through the Degree Completion or the COOP Degree Program (which can be financed out of pocket or with Department of Veterans Affairs (“VA”) assistance), or by being competitively selected for a fully funded course of study under the Advanced Civil Schooling (ACS) program. For more on ACS, see AR 621-1, Training of Military Personnel at Civilian Institutions.

#### **5.2 Self-Financed/VA-Assisted Degree Programs**

a. The *Degree Completion Program* requires an officer to bear costs of tuition, fees and texts. Many elect to use available VA in-service benefits to defray some or all of the expense. For programs at least 20 weeks long, the Army provides full pay and allowances and will move the officer’s family to the school location; for shorter programs, attendance is in a permissive TDY status. Service obligation for 20-week and longer programs is three times length of schooling, to a maximum of six years.

b. The *Cooperative (COOP) Degree Program* gives officers in Senior Service College (MEL 1) and Command and Staff College (MEL 4) opportunity to pursue civilian graduate degrees part-time while attending and/or full-time after completing their military education program. The officers pay tuition and book costs or may choose to use available VA assistance.

#### **5-3. Advanced Civil Schooling (Fully Funded) Program**

a. ACS aims to (1) create an inventory of officers possessing requisite academic credentials and technical skills to meet existing force structure requirements, (2) create an inventory of officers educated in emerging technologies of critical future relevance to assist in the transition of technology from the laboratory to the battlefield, and (3) satisfy educational aspirations of the officer corps consistent with Army requirements. FA 45 officers in the basic developmental stage may compete for ACS selection and funding support.

b. Selected officers complete graduate education to qualify for positions having advanced-degree requirements under the Army Education Requirements System (AERS). Under ACS, the Army pays tuition costs, while continuing the officer’s full pay and allowances, and moves the officer’s family to the college or university location not to exceed 24 months. Participants incur an active duty service obligation of three times the length of schooling, up to six years. Officers may not draw VA benefits while pursuing fully funded education. The one ACS option for FA 45 officers is the Army Comptrollership Program (ACP) at Syracuse University, best pursued between the sixth and eighth year of active federal commissioned service.

### **5-3. Army Comptrollership Program**

a. History. The Army Comptrollership Program (ACP) represents a unique cooperative endeavor between Syracuse University and Department of the Army. Military comptrollership has existed as a profession since 1949. The ACP, established in 1952 at Syracuse University, Syracuse, New York, provides an accelerated advanced education foundation for future Army resource managers. With an established reputation for providing quality education programs for business and government groups, Syracuse University developed a unique graduate education program to meet the Army's comptrollership needs. Early ACP curriculums developed students' knowledge of industrial and military management techniques, and they emphasized components of comptrollership as they supported effective and economic allocation of resources. The foundations of business and public administration were provided in an academic environment, without undue regard to contemporary Army policy or influence. Over the years, changes have occurred in graduate business education, course curriculum and student composition. The quality of this unique program and curriculum allows the Army student to recognize the transition from concepts, theories, and principles of the "business-oriented sector" to the federal government, Defense and Army environments in which comptrollership is practiced. The curriculum now is the result of an analysis of the needs of resource managers for today and the near future and the development of course content designed to provide knowledge and skills to meet those needs. Through ACP the Army continues to develop a cadre of highly motivated, thoroughly trained, broad-gauged, professional military and civilian resource managers.

b. Objectives. In many respects, ACP objectives align with those of Syracuse University's sponsored professional development programs for business management executives. They emphasize developing an overall management point of view, learning to attain organizational goals through consensus and a group process, developing skills in problem solving, and leading large organizations to emphasize quality and change to compete in the decade ahead. The Army program differs in its focus on military resource management, with these objectives: (a) serving as an integral part of the Army's graduate level education needs, (b) combining the best of both public and business administration theory to develop a broad-based knowledge of management techniques, and (c) providing an academic environment in which all aspects of the developing subjects of resource management and comptrollership can be fully explored to develop teaching material which reflects current Army thinking in the area of resource management.

c. Philosophy. The ACP curriculum expresses its philosophy, affording a multi-dimensional approach to an adult education learning experience. Besides satisfying University-prescribed graduate-degree knowledge and skill requirements, ACP fulfills the Army's expressed need for graduates knowledgeable of DoD/Army resource management techniques and procedures. The Master of Business Administration degree indicates that the person who holds that degree has a sound foundation in the techniques and skills used in administering a business.

d. Participants. Over 1,300 ACP graduates have provided meaningful contributions in demanding management positions. Many have reached the pinnacle of their profession, having served in the most senior comptroller positions in the Army, Defense Finance and Accounting Service and the Office of the Secretary of Defense. Additionally, a wide range of successful



contributions have been made subsequently by ACP graduates in other fields, including federal, state and local government, academic institutions, and the private sector. Class size of 25 to 30 includes half to two-thirds Active and Reserve officers, the others civilian members of the comptroller profession from the Army, Defense agencies and other services.

e. FA 45 officers are voluntary applicants nominated by their career branches or reserve component for graduate study. (Under OPMS XXI, FA 45 will nominate them.) The number of officers sent to each ACP class is based on validated requirements for comptroller-related MBA degrees, officer availability and individual qualifications. Officer students normally are captains or majors and centrally administered through permanent change of station procedures. Graduates are assigned to FA 45 positions in Army, Joint or DoD organizations and normally serve 3-year utilization tours unless deferred by command or military schooling assignments. ACP enables its officers to perform substantially more effectively, even in functional integrator or enrichment positions. The program's lasting benefits are derive from the conviction that knowledge of resource management is a basic skill required of a successful officer in all military assignments.

f. Prerequisites. Four mandatory indices for consideration in the acceptance process for the MBA/ ACP program by Syracuse University are: (1) approval of the Department of the Army or other Defense agency or service as described above, (2) the individual's undergraduate academic record, (3) the Graduate Management Admission Test score (500 or higher advised), and (4) letters of recommendation. Applications are reviewed by the Director of Army Programs, and the final decision is made by the School of Management's Associate Dean of Masters Programs. For applicants without an academic background in mathematics (advanced algebra and calculus), statistics, or accounting, it is strongly recommended they attend undergraduate courses in these subjects prior to application/attendance. More information is at appendix B.

#### **5-4. Advanced Civil Schooling Selection Board**

a. The board meets annually to select officers meeting criteria for fully funded graduate school. AERS validations provide PERSCOM the data necessary to determine the size of the inventory required, by specialty and grade, to meet validated requirements. Under OPMS XXI, each functional area will be given quotas by the PERSCOM Education Branch to satisfy validated requirements. The functional area proponent and assignment officer, based on quotas received, will select students. DA Form 1618-R, Application for Detail as Student Officer in a Civilian Educational Institution or Training with Industry Program (TWI), is a key element in the selection process. AR 621-1, chapter 3, prescribes how to submit an application.

b. Competition for scarce ACS funding is keen. Selection for ACS is based on an officer's military and academic records. Officers desiring ACS must have shown strong performance, academic background (transcripts) and potential (test results, GMAT, Graduate Record Examination (GRE)) to succeed at graduate level education. The minimum standards for nominations to ACS are:

(1) Be on active duty and serving in Regular Army or voluntary indefinite status at the time of application and selection.

- (2) Have less than 17 years' Active Federal Commissioned Service (AFCS).
- (3) Have a Secret clearance.
- (4) Have academic records, educational tests and other indicators that show aptitude for further schooling, and have a military record that demonstrates potential for a high success.
- (5) Express specific interest in training by submitting a formal application.
- (6) Have successfully completed company command and CAS3 or equivalent.
- (7) Have an undergraduate degree in a discipline related to the graduate degree.
- (8) Have a grade point average of at least 2.5 and preferably above 3.0.
- (9) Score at least 500 on the Graduate Management Admission Test (GMAT).
- (10) Need no more than six undergraduate credit hours as prerequisites for the program.
- (11) Demonstrate potential for continued service (i.e., not be a promotion risk).
- (12) Meet stabilization requirements.

c. AR 621-108, Military Personnel Requirements for Civilian Education, requires officers attending ACS 26 weeks or longer to serve in AERS validated positions consistent with their functional area, area of concentration, grade and academic discipline. An FA 45 officer in the fully funded program can expect to be utilized in an initial 36-month tour immediately after graduation. An initial utilization deferral can be granted by the Commander, PERSCOM until the second operational tour following graduate school. Deferrals are granted on a case-by-case basis, normally for operational professional development or compassionate reasons.

d. An FA 45 graduate of the fully funded program can expect to be assigned to an AERS validated position in an organization which offers not only a broad exposure to the comptroller career field but also has other FA 45s with whom to interact. Every AERS supported FA 45 position is critical and utilizes the knowledge the graduate gained while in school. AERS validated positions provide officers exceptional opportunities to exercise both their civilian education and military skills. FA 45 officers are well advised to seek such opportunities.

## CHAPTER 6

### PROPONENT MISSIONS AND FUNCTIONS

**6-1. FA 45 Proponent.** The Army Comptroller Proponency Office is part of the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA (FM&C)). Its mission is to support the ASA (FM&C) in overseeing the professional development and career management of military and civilian comptroller personnel. The office supports the Assistant Secretary with proponent oversight and management of the Military Comptroller functional area (FA 45) and the Comptroller Civilian Career Program (CP 11). Duties and responsibilities in support of FA 45 are to provide participation and representation in the performance of military personnel proponent life cycle management functions—structure, acquire, distribute, deploy, sustain, develop, and separate. Proponent responsibilities also include advising and assisting HQDA ODCSPER and the PERSCOM in efforts to formulate and implement personnel management policies, programs and operations.

**6-2. The Army Personnel Proponent System.** AR 600-3, The Army Personnel Proponent System, describes life-cycle functions and associated tasks in which personnel proponents participate. Below are seven of the eight that apply to FA 45 officers.

a. Structure.

(1) Analyze and recommend individual spaces in The Army Authorization Documents System (TAADS)—e.g., interchangeability coding, additional skill identifiers, remarks codes, branch IDs, grade, MOS, AOC—as given in AR 310-49.

(2) Recommend changes to TOEs and TDAs.

(3) Ensure standardization of grade and career field coding in TOE and TDA units.

(4) Recommend classification criteria for inclusion in AR 611-101, Commissioned Officer Classification System.

(5) Assess numbers of future authorizations, based on projected requirements.

b. Acquire.

(1) Recommend accession criteria for commissioned officers.

(2) Recommend accession numbers by year.

(3) Recommend criteria for selected recall programs in support of active duty and mobilization requirements.

c. Distribute.

(1) Evaluate the inventory and recommend adjustments to support authorizations and force structure changes.

(2) Assess numbers of personnel available for training.

(3) Assess functional areas and branch immaterial positions in which commissioned officers are participating.

(4) Recommend policy changes on assignments, details, transfers and special programs.

(5) Recommend policies that will ensure individual stabilization.

- d. Deploy.
  - (1) Evaluate unit distribution and other key actions related to unit deployment.
  - (2) Evaluate the effects of mobilization on the personnel proponent system.
- e. Sustain.
  - (1) Establish and maintain communication with soldiers.
  - (2) Represent the professional interests of soldiers.
  - (3) Foster a positive attitude toward personnel systems and programs.
  - (4) Evaluate continuation and retention rates, and recommend changes to stabilize or improve retention.
  - (5) Analyze and recommend changes to improve the health of career fields.
  - (6) Recommend maximum percentages, by grade, to be designated into FA 45.
  - (7) Participate in reclassification and rebranching boards in accordance with force alignment programs (FAPs).
  - (8) Recommend criteria for retention and rebranching of officers under the conditional voluntary indefinite/voluntary indefinite (CVI/VI) program.
  - (9) Recommend criteria for selection of personnel by DA centralized selection boards.
- f. Develop.
  - (1) Identify opportunities for development through training and assignments.
  - (2) Identify training criteria by career field.
  - (3) Integrate other personnel life-cycle management functions toward the goal of developing professional soldiers.
  - (4) Establish career progression patterns for career fields.
  - (5) Recommend to commands and agencies the validation of Army Educational Requirements System (AERS) positions by career field, grade and academic discipline.
  - (6) Ensure that training for career field development is in concert with all aspects of professional development.
  - (7) Establish and recommend changes to professional development documents.
- g. Separate.
  - (1) Recommend selected shortage career fields as an exception to separation policy.
  - (2) Recommend minimum qualification standards at selected grades by career field.
  - (3) Recommend changes to retirement policies.
  - (4) Recommend service obligation for personnel who have received military or civilian training or education.

## CHAPTER 7

### COMPTROLLER CIVILIAN CAREER PROGRAM

**7-1. Civilian Career Programs.** Officers serving in FA 45 assignments may find themselves working with civilian comptroller and resource management personnel. Most civilian positions aligned with FA 45 positions are covered by the Comptroller Civilian Career Program (CP 11), the second oldest and third largest of 21 such programs. About 94,000 Army civilian employees' jobs (professional and administrative, usually GS-11 and above) are covered by civilian career programs, whose operations are governed by AR 690-950, Career Management. CP 11 covers over 9,000 employees and positions in the Comptroller career field at grades GS-11 and above, plus interns training for placement at those grades.

#### 7-2. Multi-Disciplined Financial Analyst Initiative

a. Future comptroller careerists will need to be multi-functional and multi-dimensional, capable of analyzing and handling various situations. A primary element in the Redesign of Army Financial Management is the development of the Multi-Disciplined Financial Analyst initiative. The objective is to design a career model architecture consisting of Multi-Disciplined Financial Analysts who are accredited in a broad range of core competencies associated with budgeting, accounting, costing, management and program analysis, auditing and leadership. The initiative includes implementing master training plans for multi-disciplined financial analysts and specialized accountants, auditors and cost analysts, interns through senior executives.

b. Key focuses of this initiative are on education and training, experience, professional development and accreditation. Education and training reflect attainment of core competencies, divided into basic, intermediate and advanced levels. Experience will span from installation level to departmental headquarters. Professional development will include exchange programs, developmental assignments and fellowships. Accreditation will document that an individual meets minimum mandatory requirements established for a specific career level in a career field.

**7-3. Program Population and Distribution.** In fiscal year 1999 total program population was about 9,450, plus 21 in Senior Executive Service. Figure 7-1 shows grade and job series distribution.

GRADE	PERCENT	SERIES	PERCENT
GS-11	18	343-MANAGEMENT/PROGRAM ANALYST	48
GS-11	27	501/505-FINANCIAL MANAGER	4
GS-12	30	510-ACCOUNTANT	14
GS-13	18	511-AUDITOR	11
GS-14	6	560-BUDGET ANALYST	18
GS-15	2	1515-COST ANALYST	5
		OTHER	1
TOTAL	101*	(*ROUNDING ERRORS)	101*

FIGURE 7-1. DISTRIBUTION OF CP 11 POPULATION

**7-4. Performance Appraisal and Rating Systems.** The current civilian rating system, TAPES, for Total Army Performance Evaluation System, began in July 1993. Its goals are to improve the civilian evaluation system, foster a unified Army culture, emphasize civilian leader development, increase rate of involvement, facilitate mutual understanding and support Total Army Quality. The system focuses on the majority of successful performers, for whom information on mission objectives and performance expectations from their raters is enough to point them in the right direction. TAPES has two distinct tracks, the Senior System for GS-9s and above and a Base System for GS-8s and below. TAPES forms are designed to resemble those for Officer and Noncommissioned Officer Evaluation Reports. As a major element of Army culture and systems integration, TAPES supports the Army's commitment to leadership, professional development and the civilian-soldier team.

#### **7-5. Career Program Appraisal and Referral**

a. Most Army career programs have distinct appraisal systems which provide inventories of candidates for referral to career program positions. Most employees assigned into CP 11 come in laterally (at the same grade), and most promoted within the career program are selected from centrally-issued career program referral lists. The Central Programs Division in Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) maintains the central inventory for filling GS-12 through GS-15 positions.

b. The Army Civilian Career Evaluation System (ACCES) is the recognized central referral system used within CP 11. It serves as the Merit Promotion Plan for CP 11 and has the goal of providing selecting supervisors lists of highly qualified candidates for vacancies they need to fill. Careerists registered in CP-11 ACCES compete for referral to vacant positions in desired locations. Comptroller careerists, GS-11 through GS-15, are encouraged to register in ACCES.

c. Easy ACCES, the automated, on-line version of the civilian career referral registration system, was extended early in 1999 to the Comptroller Civilian Career Program. Current, accurate and complete registration in ACCES enables careerists to be considered for vacancies in the geographical areas they identify for availability.

d. Initial registration entails careerists' self-rating of functional knowledges, supervisors' rating of the same functional knowledges plus eight abilities, five individual accomplishment statements, referral desires, qualification records and geographic availability. Panels of senior comptroller careerists from all levels of command meet quarterly to rate initial or revised accomplishment statements. Other changes to initial registration packages can be submitted at any time. Careerists receive feedback reports following initial registration and each subsequent change submission. Central inventories are maintained, and referral lists are provided to selecting supervisors for vacant positions, through the civilian personnel centers.

e. Military supervisors and reviewers of civilian employees need to register as such in Easy ACCES, in order to rate their civilian subordinates' different knowledges and abilities. Start by visiting the web site <http://cpol.army.mil/ezaccres> , and register to get a user ID and personal identification number (PIN) as a supervisor or reviewer by following instructions on the screen. In case of problems, e-mail [EASY@asamra.hoffman.army.mil](mailto:EASY@asamra.hoffman.army.mil) for assistance, or call (703) 325-7260, DSN 221-7260.

## **APPENDIX A**

### **REPRESENTATIVE FA 45 JOB DESCRIPTIONS**

#### **Duty Title: Budget Analyst, MACOM HQ (CPT and MAJ)**

Responsible for planning, developing, and coordinating budget policies and procedures for command-wide applications. Serves as the Budget Division mobilization planner and coordinator. Participates in scheduled mobilization exercises. Represents the Budget Division at meetings and conferences, and visits HQDA, other MACOMs and TRADOC installations and activities. Acts as the TRADOC proponent for TRADOC Regulation 11-4, the Installation Contract Process. Responsible for conducting the Internal Control Program within the Budget Division. Performs independent system planning and analysis.

#### **Duty Title: Division Comptroller (MAJ)**

Exercises staff responsibility for formulation, justification and execution of annual command operating budget of over \$150 million. Operating budget accounts include both divisional and associated nondivisional units. Principal advisor to the Division Commander and staff on all matters related to financial management. Executes budget responsibilities by directing the activities of a nine person budget office and conducting coordination with HQDA and FORSCOM on a wide range of resource management issues. Provides unit commanders timely financial data and assistance enabling them to better manage resources in executing assigned missions and training.

#### **Duty Title: Chief, G3 Program and Budget (LTC)**

Programs, supervises, and coordinates the development, execution, review and analysis of FORSCOM General Support Forces (Mission) funds and training and budget programs and all TRADOC-funded activities at Fort Carson. This amounts to over a \$40 million annual budget. Provides supervision of activity directors in programming budget activities applicable to units and/or activities based on current policies. Prepares and submits to higher headquarters G3 Program Director portion of the Command Operating Budget to include appropriate portion of the Commander's Statement. Prepares monthly financial review and analysis (Status of Funds) for presentation by the G3/Director of Plans and Training to the Commander and Staff. Maintains strict financial control through the certification authority for funds in FORSCOM General Support Forces (Mission) and all TRADOC funded activities. Provides Finance and Accounting with monthly status of unliquidated obligations on letter orders, contracts, and supplies which have been obligated in excess of 90 days, which involves coordination with reviews, and processes requests for TDY travel for all units and activities in the 4th Infantry Division (M). Supervises the execution and submission of numerous budgetary reports that are required by HQ FORSCOM.

#### **Duty Title: Chief, Program Budget Division, MACOM HQ (COL)**

MACOM Budget Officer, Responsible for planning, programming, budgeting, execution, and evaluation of the MACOM \$4.3 billion multi-appropriation budget, supporting over 900 thousand soldiers and civilians, and 14 major installations (approximately 75% of US Army Forces). Responsible for development of FORSCOM issues for input into the Program Objective

Memorandum (POM) and CINCUSACOM Integrated Priority List (IPL). Responsible for all resource management decisions for contingency actions and operations other than war (OOTW). Coordinates funding and reimbursement with other departments, nations, and the United Nations. Provides timely and accurate evaluation, analysis and assistance for subordinate command/installation budget estimates, submissions and execution, to support the MACOM Commander's intent. Provides sound judgment and ethically uncompromising recommendations for all resource management issues.

**Duty Title: Budget Officer, MACOM HQ (LTC and COL)**

Serves as the Budget Officer for a major command and as such is principally responsible for planning, programming, budgeting, executing and reconciling the funds necessary to meet mission requirements. Ensures proper and legal use of government funds. Refines procedures for monitoring commitments and subsequent reconciliation of obligations with servicing Defense Finance and Accounting Service Operating Locations. Reviews contingency fund expenditures from five regions and the headquarters for propriety and accuracy of claims. Prepares briefings as required. Coordinates and justifies resource requirements with the command Program Budget Advisory Committee (PBAC) and higher HQ. Performs research of financial claims in which Comptroller General decisions were vague or nonexistent.

**Duty Title: Program Budget Officer, TAACOM (MAJ and LTC)**

Budget Officer for ACofS, Resource Management, 19th TAACOM, and its subordinate units. Responsible for the efficient program management and financial execution of command operating budget. Acts as the focal point for 14 subordinate units' budgeting and budgetary reports and others required by EUSA and DA. Works to ensure accomplishment of command mission by efficient/effective management of limited financial resources through realignment and reprogramming. Supervises nine Korean National personnel.

**Duty Title: Budget Officer, HQDA (MAJ and LTC)**

Budget Officer on the Department of the Army Staff responsible to the Chief, Army Reserve for the Reserve Personnel Army appropriation. Formulates, submits, and justifies the Reserve Personnel Army budget to the Office, Secretary of Defense and the Congress, articulating to each the financial needs and challenges of the U.S. Army Reserve. Analyzes, executes, and manages the resources appropriated by Congress, ensuring funds are readily available for seven Major Commands to accomplish the U.S. Army Reserve mission and meet the demands of the Defense Department. Advises the Chief, Army Reserve on the posture of the Reserve Personnel Army appropriation to include the funding status of the strength and training programs.

**Duty Title: Staff Officer, HQDA (MAJ and LTC)**

Responsible for reviewing, analyzing and interpreting Congressional legislation and Office of Management and Budget and Secretary of Defense directives for execution of a \$20 billion Operation and Maintenance Army (OMA) budget. Provide advice and assistance to senior Army military and civilian leadership, Army staff and MACOM resource managers in development and execution of OMA funding. Review resource requests submitted by commands and program directors to ensure conformance with HQDA, OSD and congressional guidance. Prepares



briefings and memoranda on OMA execution for use by the Secretary of the Army and Chief of Staff.

## APPENDIX B

### ARMY COMPTROLLERSHIP PROGRAM

ACP gives future resource managers conceptual perspective, practical and analytical tools and management skills required in the increasingly complex, volatile, uncertain, and ambiguous resource management environment. Given the 14-month time constraint, and this program's unique orientation, there are certain variations from the traditional MBA curriculum.

The ACP student takes a series of broad management courses in topic areas most relevant to prepare for resource management leadership. Students with graduate competency in professional core courses may pursue more advanced courses in the same area, or pursue relevant electives. Alternative concentrations are available or being developed in Health Care Management, Cost Analysis, Auditing, and Financial Accounting. Any substitution must be approved by the Director of Army Programs and the Associate Dean for Masters Programs.

There is also a requirement for a 24-hour class community service project. This requirement serves to instill in students a commitment to lifetime service to considerations of others.

Before beginning graduate studies in the Augmented Summer Session, students receive a full spectrum of non-credit orientation modules to acclimate them to the Syracuse University academic environment. Included are subjects such as team building, advanced writing skills, oral presentations, time management and study aids. Students then turn to concentrated classes in mathematics, economics and information management.

In the Fall Semester, ACP students are integrated with other full-time and international students. In the Spring Semester they are integrated with full-time and international first year MBA students at section levels, but are in ACP-only teams. Each class is divided into 40-student sections that offer opportunity to participate actively in discussions. Diversity within sections enriches every member's learning experience. Sections further subdivide each semester into four- to six-member learning support groups (usually including one ACP student per group), who meet frequently and informally to work on projects and other common interests. The groups give students opportunity to develop teamwork and other personal skills. ACP students may also meet with students from the School of Management and Maxwell School for National Defense.

In the second-year Summer Sessions, ACP students again meet as a single section for Law, Ethics and Administration, Formulating Strategy, Implementing Strategy, Seminar in Business-Government Relations (Contracting), and Seminars in Army Comptrollership.

The ACP MBA program is intense. Students often start with an 8:30 class and end with one at 6:00-8:30 p.m. Group projects and individual study fill time between classes. Individual study and research papers take many nights and weekends. Time management is critical. Time and relaxation with family and friends are essential. Peter Robinson's *Snapshots from Hell: The Making of an MBA* (1994, Warner Books, ISBN 0-466-67117-7) provides a realistic picture of the stresses of the MBA experience and is highly recommended for potential candidates.

**Application.** FA 45 officers competing for ACP through ACS also need to apply to Syracuse University in order to pursue the program. A complete application for graduate study consists of:

- Syracuse University Graduate Application Form. Please fill out completely, photocopy it and send both copies to the Army Programs Office, Syracuse University, 222 School of Management, Syracuse, NY 13244-2130.
- Official Transcripts. Two (2) transcripts are required for all previous undergraduate and graduate work. Request the Registrar at each institution you attended send you two (2) official copies of your transcript in sealed envelopes. Instruct the school official to sign across the seal and return the sealed envelope to you. Transcripts should indicate the years of attendance, subjects studied each year and the grade of proficiency earned in each. A key to the marking system should also be included.
- Letters of Recommendation. At least two (2) letters of recommendation are required and should come from anyone who can address your qualification for graduate study in management. Please use the recommendation forms in the application. Personal letters or placement forms are acceptable, but they often yield less information than the committee desires. Please provide the recommender a self-addressed envelope, and request signature across the seal.
- Graduate Management Admission Test (GMAT). Have the testing agency send results to school code 2823, Syracuse University, School of Management, MBA Program, Syracuse, New York 13244-2130. If you have already taken the GMAT but not had results sent to Syracuse University in the last two years, contact the Graduate Management Admission Council, 8300 Greensboro Drive (Suite 750), McLean, VA. 22102, (703) 749-0131, fax (703) 749-0169, e-mail [gmacmail@gmac.com](mailto:gmacmail@gmac.com), <http://www.gmat.org>. Phone lines are open M-F 8:00 a.m. to 4:00 p.m. EST. When writing for GMAT results, provide the following information exactly as it appeared on your registration form: name, social security number, address, sex, date of birth, test date and registration number. If you supplied a social security number on your registration form, please provide it on all subsequent correspondence.

**THE GRADUATE RECORD EXAMINATION (GRE) IS NOT ACCEPTED FOR ADMISSION TO THE ARMY COMPTROLLERSHIP PROGRAM.**

NOTES: During the evaluation process, photocopies of the GMAT and college transcripts will be accepted; however, you cannot be formally admitted into the program or school without providing the original copies. No application fee is required for the Army Comptrollership Program. If the Department of the Army nominates you, the Director of Army Programs Office will provide information about ACP and Syracuse University to include the requirements for advance preparation before commencing the graduate program of study.

To download Syracuse University ACP Application click on the following address:

<http://sominfo.syr.edu/FACSTAFF/baeverdi/suarmyrm/ACPappl.doc>

## APPENDIX C

### FREQUENTLY ASKED QUESTIONS ABOUT OPMS XXI

**What is OPMS XXI?** The mission of the Army Officer Personnel Management System (OPMS) is to manage officers through the personnel life cycles of structure, acquire, develop, distribute, deploy, sustain, compensate and separate, consistent with Army needs. OPMS XXI updates OPMS for the 21st century.

**How will career fields be assigned?** Career fields will be assigned to officers through a Career Field Designation Board (CFDB), under the direction of the Personnel Command (PERSCOM). The CFDB is a centralized formal board of senior officers representing all career fields, specially convened to recommend career fields for individual officers. The board sends recommendations to the Chief of Staff for final approval. Board determinations are based on officers' career field preference statements, Officer Evaluation Report (OER) input, information from the official personnel file, e.g., civil and military schooling and demonstrated skills/aptitudes, and "requirements information" from PERSCOM.

*Officer Career Field Preference Statement.* During each transition year (FY 99-02), several year group cohorts will go before a board. PERSCOM will identify officers in the window for career field designation and notify them of required actions to be taken in advance of the board. It will instruct them on submitting preference statements and indicating preferred career fields via the America's Army Online home page. The form is submitted directly, not through the chain of command. PERSCOM also sends the board the files of all officers whose preferences it will consider. More information is available at the CFDB page on site <http://www4.army.mil/opms>

*Officer Evaluation Report (OER) Input.* The new OER (DA Form 67-9) is designed for rater and senior rater to recommend a career field and a functional area for all Army competitive category captains through lieutenant colonels. PERSCOM published guidance to raters and senior raters on what OPMS XXI specific information should go on the new OER with a "thru" date of 1 Jan 99 or later. MILPER Msg #98-194, DTG251910Z Sep 98, Subject: OPMS XXI Career Field Input on New Officer Evaluation Report, states that effective 1 Jan 99, senior rater and rater both must include a potential career field and functional area or branch on all Army competitive category OERs for CPTs through LTCs. For specific information, visit PERSCOM Online. It is envisioned that in recommending career fields for rated officers, rating officials will consider the "whole person" factors such as demonstrated performance, education background, technical or unique expertise, military experience or training and officer's personal preference.

*Requirements Information.* PERSCOM provides boards numbers of officers to be taken into each career field and functional area, as well as the branches from which they will be drawn, based on Army requirements—the way promotions by branch and functional area are done now. **NOTE:** Career field designation (CFD) should not be confused with functional area designation; that will continue in one's fifth year; but, a possible CFD outcome is a change in functional area.

**How does the CFDB affect an aviator's Total Operational Flying Duty Credit (TOFDC)?** Aviators will retain their basic branch, just like other officers; so, the rules in AR 600-105 will still apply. Regulations affecting TOFDC and aviation career incentive pay will not change, and rules reflecting "gate time" will remain in effect, regardless of career field or functional area.

**I've been selected for battalion command; will I be designated into the Operations career field (OPCF) automatically, or do I get a choice?** During the OPMS XXI transition years, FY 99-02, an officer selected for command before being career-field designated will still command, and may put in a preference for a non-Operations career field functional area. If the board designates the command-selectee outside the Operations career field, that officer may decline command but otherwise would still get command. Except for those in the Army Acquisition Corps, officers who are career-field designated outside the Operations career field are not eligible for command.

**Can an officer influence the CFDB process?** Yes. Officers should learn as much as possible about all the career fields and make informed choices as to the branch or functional area that is best for them. DA Pam 600-3, Commissioned Officer Development and Career Management, is an excellent guide, accessible on the U.S. Army Publishing Agency web site. An officer's chain of command is also critical to the process and presents excellent opportunities to discuss options and recommendations as part of OER/job-performance counseling sessions. Assignments personnel at PERSCOM are an important cog in the decision-making mechanism and can share helpful information and advice. If an officer's functional area is outside a preferred career field, a functional area change can be requested on DA Form 4187 or by memorandum or e-mail to the branch assignments officer, explaining why or how the officer qualifies for the proposed change. If an officer's functional area is within a desired career field, then assignments in that area should be sought. Also recommended is pursuit of a graduate degree in skills and knowledge required by the career field. Finally, refer above to submitting preference statements for CFDB review.

**Can Advanced Civil Schooling (ACS) influence career field designation?** To a degree, yes; officers selected for ACS may be designated to serve in career fields that would best utilize their additional education. However, a graduate degree is only one factor the board will be asked to consider, along with an officer's total file, career field preference and the Army's needs.

**May an officer ask for a career field prior to the scheduled CFDB?** No. Much like today's promotion system, the career field designation process aims to meet Army needs by equitably distributing talent through central board action across all career fields. Early designations would not be consistent with the intent of the process. During the FY 99-02 transition period, officers may continue to request PERSCOM approval to single track in a functional area. However, single tracking doesn't guarantee designation into the parent career field, since career field designation will be a board determination, not a PERSCOM action. Before trying to "pre-designate" oneself by single tracking, an officer should be aware of the potential promotion risk.

**Can an officer switch career fields?** Yes; once a career field has been designated, a change later is remotely possible, at promotion eligibility points for lieutenant colonel and colonel. While entering the Operations career field (OPCF) after major would be rare, crossover from OPCF to a different career field is possible in cases where an officer has acquired skills and aptitudes better suited to such a field. It would be handled the way branch transfer and "single-track" requests are done today. The officer would move to the preferred career field, based on officer preference and Army needs, and compete there for promotion. Functional areas such as USMA Professors and Foreign Area Officers will see this occur more frequently than others.

**Will OPMS XXI distribute quality officers across all career fields?** Yes; it recognizes Army officers have diverse skills and aptitudes, and seeks to place the right officers with the right skills

to fully utilize their talents and meet Army needs. The career field designation process helps identify best matches of officer and skill by incorporating individual choice, rater and senior rater input, company grade performance in branch and functional area jobs, aptitude and education.

**Will there be opportunities for an Operations CF officer to work in previous FA?** Possible but not likely. By design, OPMS XXI reduces the requirement from having to do three things well to doing two things well. Depending on Army needs and individual qualifications, some OPCF officers may be allowed to move.

**Will OPMS XXI be outdated in ten years?** No. OPMS XXI concepts and recommendations should remain relevant and responsive, because they are designed to evolve as requirements change through an annual review, feedback and update process. During transition years the CSA will review and evaluate progress twice a year. Officer development action plans (ODAPs) have been written to implement and manage OPMS XXI programs, including career fields. ODAPs are regularly reviewed and assessed to ensure they're on course with near-term objectives and long-term strategies. As the world scene changes, technology continues to evolve, and military doctrine and requirements change accordingly, the system will respond in turn, adjusting the ODAPs as necessary to remain current and effective. OPMS XXI also recommended continuous improvement through its own evolution into the Officer Development System (ODS) XXI.

**What is ODS XXI?** ODS XXI succeeds OPMS XXI by building on the vision, "Better for the Nation, Better for the Army, Better for the Officer." "Better" signals continuous improvement incorporated into OPMS XXI through a system of reviews and updates, to ensure that it remains responsive to evolving Army XXI, Army 2010 and Army After Next challenges. As part of the continuous improvement process, OPMS XXI recommended its own evolution into ODS XXI and the Army Development System (ADS), which includes all Army personnel.

**Why ODS XXI?** The officer personnel development system for growing officers with the right skills, knowledge and attributes is inseparable from programs that develop character and leaders. ODS XXI builds on OPMS XXI's work by overseeing growth of officers' operational and technical expertise and by linking it with character and leader development and the OER, while concurrently preserving OPMS XXI's continuous improvement process of reviews and updates. Thus is the Army assured of maintaining preeminent war-fighting capability by developing the right officers for the right jobs to meet its requirements, both today and well into the future.

**Where is more information?** In March 1998 the OPMS XXI implementation team sent out a chain teaching package with updated information to brigades and equivalent-sized units. The Final Report, in detail, is at <http://www4.army.mil/opms> and is continually updated.

DA Pam 600-3 is the official reference for Officer Personnel Management. It has been updated and is on the US Army Publication & Printing Agency web site and has been distributed by CD-ROM. PERSCOM Online is also an excellent source for information on this and related topics. Career Field Designation Board information is available on this site, PERSCOM On-Line.

## APPENDIX D

### POINTS OF CONTACT

#### FA 45 Proponency Officer

OASA(FM&C)	DSN 227-2976 or 2729
ATTN: SAFM-PO	(703) 697-2976 or 2729
109 Army Pentagon	Fax (703) 693-7162
Washington, DC 20310-0109	Fax DSN 223-7162
E-mail – <a href="mailto:proponency@hqda.army.mil">proponency@hqda.army.mil</a>	

#### Army Personnel Command (PERSCOM)

##### FA 45 Assignments (Captain, Major, Lieutenant Colonel)

Commander, PERSCOM	DSN 221-3112
ATTN: TAPC-OPB-A	(703) 325-3112
200 Stovall Street	
Alexandria, VA 22332-0411	

##### FA 45 Assignments (Colonel)

Commander, PERSCOM	DSN 221-7870
ATTN: TAPC-OPC-A	(703) 325-7870
200 Stovall Street	
Alexandria, VA 22332-0411	

##### Branch Assignment Officers

Adjutant General	DSN 221- or (703) 325- -8106
Air Defense	-0025/0026
Armor	-9696
Aviation	-0794
Chemical	-5686
Engineer	-5693
Field Artillery	-5368
Finance	-0332
Infantry	-0445
Military Intelligence	-5502
Military Police	-5688
Ordnance	-8122
Quartermaster	-3681
Signal	-5685
Special Forces	-3169 or -3175 or -3178
Transportation	-8696

## **APPENDIX E**

### **REFERENCES**

AR 310-49	The Army Authorization Documents System (TAADS)
AR 351-1	Military Education and Training
AR 600-3	The Army Personnel Proponent System
AR 611-101	Commissioned Officer Specialty Classification System
AR 614-185	Requisitions and Assignments Instructions for Officers
AR 621-1	Training of Military Personnel at Civilian Institutions
AR 621-7	Acceptance of Fellowships, Scholarships, or Grants
AR 621-108	Military Personnel Requirements for Civilian Education
AR 623-1	Academic Evaluation Reporting System
AR 640-2-1	Personnel Qualification Records
AR 690-950	Civilian Personnel, Career Management
DA Pam 351-4	U.S. Army Formal Schools Catalog
DA Pam 600-3	Commissioned Officer Professional Development and Utilization
DA Pam 640-1	Officer's Guide to the Officer Record Brief
DA Cir 621-84-1	Civil Education for Officer Personnel at Civilian Institutions



## APPENDIX F

### TERMS

**Area of Concentration (AOC).** Identifies an officer possessing a particular area of expertise (subdivision) within a branch or functional area. An officer may possess and serve in more than one area of concentration. Replaces the term Specialty Skill Identifier (SSI).

**Army Education Requirements System (AERS).** Identifies Army requirements for advanced civil schooling and serves as the basis from which PERSCOM develops annual schooling input to meet those requirements.

**Balanced Functional Area.** One in which the number of proficient officers meets Army needs.

**Branch.** A grouping of officers in an arm or service of the Army and into which an officer is commissioned or transferred, trained, developed and promoted; e.g., Infantry, Quartermaster, Military Intelligence. Each officer holds a single branch designation and serves in repetitive and progressive assignments associated with the branch and coded for it in authorization documents.

**Branch Transfer.** The re-designation of an officer from one branch to another.

**Career Field.** Branch/functional area in which an officer is assigned, developed and promoted.

**Ceiling.** The maximum number of officers to be selected from a branch/functional area for promotion, schooling or other management considerations.

**Classification.** The process by which data on one's ability, education, training, intelligence, aptitudes, assignments and limitations are determined and recorded in order that the individual be developed and utilized in a way most valuable to the Army.

**Control Code.** The means whereby commissioned officers are accounted for by branch or functional area. It represents the branch/functional area under which the officer is charged or accounted for when determining the Army's commissioned officer inventory strength and/or when comparing strengths with authorizations. All commissioned officers have a control code designated on HQDA assignment orders. Commissioned officers in a student, transient, patient, prisoner, process of separation, excess leave or other non-operating status will continue to be accounted for under the last designated control code. (See AR 614-185.)

**Floor.** The minimum number of officers to be selected from a branch/functional area for promotion, schooling or other management purposes.

**Functional Area (FA).** A grouping of officers by career field other than arm or service who possess an interrelated grouping of task skills which usually require significant education, training and experience. An officer may serve repetitive and progressive assignments within a functional area but may not be accessed into or assigned to more than one functional area.

**Functional Area Proponent.** A HQDA element or TRADOC School responsible for providing technical advice and assistance to Commander, PERSCOM in managing a branch or functional area. The responsible proponent deals with the personnel program in a collective sense and does not exercise authority over individual personnel management and procurement decisions.

**Immaterial Position.** A position in which any officer of appropriate grade may serve; also, a duty position which is not identified with or limited to one specific branch of the Army but in which any commissioned officer from one of four indicated categories may serve (see below). The positions do not reflect branch or functional area codes. Officers should expect to serve in immaterial assignments at times in their career.

<u>IMMATERIAL CATEGORIES</u>	<u>OFFICERS ELIGIBLE</u>
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01A Branch Immaterial	Commissioned Officer
02A Combat Immaterial	AD, AR, AV, EN, FA, IN
03A Logistics Immaterial	OD, QM, TC
04A Personnel Immaterial	AG or FA 41

**Officer Personnel Management System (OPMS).** A set of policies and procedures by which commissioned officers of the Army are accessed, distributed, trained, developed, sustained and separated from active duty.

**Officer Professional Development System (OPDS).** A set of policies and procedures for developing professionalism that demands self-training, role modeling and effective mentoring by leaders. It recognizes that no amount of technological expertise, education or training will replace the ethical elements of leadership which build on soldierly qualities essential to battlefield success. Over time, the OPDS will ensure the health and growth of an officer corps that *leads and supports soldiers*.

**Personnel Proponent.** An organization or individual with primary responsibility for providing recommendations on personnel management matters to the DCSPER. Included are career field development and changes to personnel management policies in specific occupational fields.

**Reserve Components (Army).** Army National Guard (ARNG) and US Army Reserve (USAR).

**Skill.** Know-how or expertise of some specific nature that can be related to more than one branch or functional area to perform duties of a specific position which may require significant education, training and experience. An officer may have more than one skill; e.g., airborne, recruiter, language. Progressive assignments and repetitive tours are not required.

**Slating.** Matching the right officer with the right command to support the Army requirements.

**Year Group Compare Strength Management Model.** A computer report prepared monthly that displays branch and functional area strengths by year group.

## APPENDIX G

### FUNCTIONAL AREA 45 PROFESSIONAL DEVELOPMENT GUIDE COMMENT SHEET

1. Is this guide useful for career planning? Please comment.

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2. What additional subjects would you like to see addressed in this guide?

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3. What recommendations would you make to improve future editions?

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4. General Comments.

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Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

DSN Phone: \_\_\_\_\_

\_\_\_\_\_

Comm Phone: \_\_\_\_\_

\_\_\_\_\_

Please mail to:

OASA(FM&C), SAFM-PO  
109 ARMY PENTAGON  
WASHINGTON, DC 20310-0109

or

E-mail to: [proponency@hqda.army.mil](mailto:proponency@hqda.army.mil)